

Report to: Police Authority
Agenda item: 8
Date: 25 March 2014
Subject: Strategy and Planning Working Group Report
Sponsor: Chair, Strategy Group
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For: Information

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1. Purpose of paper

- 1.1 To provide an overview of the main business done at the Authority's Strategy and Planning Working Group meeting on 18 March; in particular to provide an update on progress with developing specific People and Equality plans to support delivery of the Strategic Plan 2013-19.

2. Background

- 2.1 The Authority's new business cycle was launched in April 2010 and a Strategy and Planning Committee (formerly the Strategy Group) was established to carry out detailed activities in support of the development and review of a Strategic Plan for the British Transport Police (BTP) as well as its implementation.
- 2.2 From time to time the Strategy and Planning Committee establishes a task and finish Working Group to enable a small team to provide detailed support and guidance on specific areas of the Committee's work. The Committee has now established a Working Group for the current year to support the initial stages of the development of both People and Equality Strategies. This report summarises the progress made at the first meeting of the Working Group.

3. Reports received

- 3.1 People Strategy framework document

A draft People Gold Strategy was circulated in the meeting and

the Group received a verbal brief from the Acting Chief Constable and Head of Learning on the approach currently being taken. The Gold Strategy framework had been employed at this stage to describe the nature of the work being undertaken in a format the Force was familiar with; the intention being that this familiar style would enable the Force to engage with the range of tasks in hand more rapidly and build the momentum needed to move the draft People Strategy to the next stage.

3.2 The draft Gold People Strategy set out three high level objectives which were underpinned by a description of the context within which the Strategy would be implemented. These draft objectives seek to;

- *Deliver trained people with the right knowledge, skills and mind-set to succeed in policing and wider Force business*
- *Provide clear and flexible terms, conditions and employment structures that enable demand-led operational policing*
- *Enable a force that is respected and valued by society, and is attractive to those who might wish to protect and serve*

3.3 In addition, the draft document identified four key areas of work which would come together to form an overarching programme to deliver the People Strategy. These areas will be interlinked but broadly focused on the following;

- *Leadership*
- *People Capability*
- *People Progression*
- *Culture - to include equality a number of work streams on equality and diversity*

3.4 Members suggested that the context for the People Strategy should be strengthened to make clearer the scale and nature of the external challenge the Force was responding to and the significant level of ambition in what BTP proposing to deliver in response. Members also noted that there was a need to regularly capture and consider the interdependencies between this and other emerging delivery strategies and current pieces of work such as plans to reform pension arrangements. For

example it would be essential to consider whether there anything within the Equality or IT Transformation strategies, or work around future pension arrangements, which was in contradiction with objectives set out in this draft People Strategy document. A periodic review and testing of the relationship between the emerging strategic delivery plans was agreed to be an essential part of the next stage of the implementation process.

- 3.5 Finally, members of the Group discussed the importance of reflecting the emerging idea of a 'Transport Policing Ethos' as referenced in the overarching Strategic Plan and the draft Gold Strategy for People. Members asked whether this 'Ethos' had been articulated in a simple fashion anywhere so there could be a consistent and shared understanding of what it meant at all levels throughout the organisation and with external partners. The Acting Chief Constable agreed that it would be useful exercise to try and distil out the key principles of what he meant when he referred to such an 'Ethos'
- 3.6 Subject to further work to strengthen the 'context section' within the draft document presented and parallel work on capturing the 'Transport Policing Ethos'; Members endorsed the gold strategy as an appropriate starting point to develop a further iteration of the People Strategy and recommended that further work should be carried out on that basis. The Group recommended that the Performance Development Process (PDR) would also need to be revisited at an appropriate point in the future to ensure that the aims of the Strategic Plan and the intention of the BTP 'Ethos' were sufficiently reflected in the process.
- 3.7 Equality Strategy
The Group was briefed on the work of the BTP Equality Gold Group and the overarching aims of an emerging strategy were described including an ambition to deliver an improvement in the representation of female and black and minority ethnic (BME) employees at the Force.
- 3.8 The Force recognised that much of the work to date had necessarily been focused on the identification of internal objectives particularly in relation to the diversity of the workforce. Further work, to gather data to support the development of other externally facing objectives around

service delivery, was noted as underway and a benchmarking report using a College of Policing template was referenced in relation to this.

4. Next steps

- 4.1 The Working Group will meet again during April to receive, and provide feedback on, a further iteration of the People and Equality Strategies before reporting on progress to the next meeting of the full Strategy & Planning Committee which will reconvene in May. The members of the Authority's People and Standards Committee will also be engaged in the process to develop a further draft during this time.
- 4.2 The Force will also begin to draw together a set of principles which describe the 'Transport Policing Ethos' in a way which is consistent with the overarching Strategic Plan and which can inform the delivery plans currently under development.

5. Recommendations

- 5.1 Members are asked to note the progress made and the issues noted by the Group at its meeting on 18 March; and to raise any issues they wish to explore in more detail with attendees.